



**Federal Aviation
Administration**

Civil Rights

Fiscal Year 2008 Business Plan

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2008 ACR Business Plan

The FAA Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and equal opportunity matters.

For the External Civil Rights Program, ACR will continue to consult with airport grant sponsors to develop goal methodologies for contracting projects and concessions under the DOT Disadvantaged Business Enterprise (DBE) Program. The 2008 ACR Business Plan will focus on strategies to ensure equal opportunity by institutionalizing an information technology system designed to submit DBE accomplishments electronically; and conducting training to make airport sponsors aware of their DBE roles and responsibilities. However, the External Civil Rights Program extends beyond the DBE program. It includes airport compliance with Americans with Disabilities Act, Title VI, Limited English Proficiency, Environmental Justice and other civil rights regulations. ACR will strive to position itself to increase our efforts in these other areas. We will do so by examining all the external civil rights programs and identifying the most effective strategies for accomplishing our external civil rights mission.

For the Internal Equal Employment Opportunity (EEO) Program, ACR is responsible for leading the FAA toward a Model EEO Program according to the U.S. Equal Employment Opportunity Commission Management Directive (MD) 715. The 2008 ACR Business Plan will focus on strategies to advance the FAA toward a Model EEO Program. MD-715 identifies six essential elements for achieving a Model EEO Program. Within each of the essential elements, specific compliance indicators and measures are identified with which federal agencies must comply. Specifically, ACR, with lines of business and staff offices, will concentrate on identifying and eliminating barriers to EEO through development of the annual EEO Plan; conducting on-site evaluations to determine the extent organizations are complying with EEO mandates and enhancing the efficiency of our EEO counseling program by piloting and assessing the use of dedicated counselors to resolve EEO issues. ACR will also increase its training efforts by developing new training modules to ensure FAA employees are aware of their EEO roles and responsibilities for the complaint process, alternative dispute resolution and prevention of retaliation. With the upsurge of hiring for Air Traffic Control and other major occupations, ACR will step up its outreach efforts.

We will also be taking actions to enhance our EEO services based on a customer satisfaction survey on the internal EEO program administered in 2008. Lastly, ACR will be implementing a new efficiency measure to monitor the timeliness of our EEO counseling.

Critical to the success of a Model EEO Program is to have a civil rights office that manages its human and fiscal resources efficiently and effectively. For this reason, the 2008 ACR Business Plan will place priority on managing our human resources. We will identify the competencies and training that will ensure ACR employees' success. We will develop and implement actions to address the Employee Attitude Survey (EAS) results and conduct a training conference to share the ACR vision, EAS actions, organizational values and programs. In addition, the ACR leadership will manage efficiently its fiscal and information technology resources by monitoring closely ACR core business, financial and other organizational metrics on a quarterly basis.

Greater Capacity

The Office of Civil Rights supports the Greater Capacity Goal area by managing the Disadvantaged Business Enterprise (DBE) Program and investigating equal access complaints for the Airport Improvement Grant Program that is under the administration of the Office of Airport Planning and Programming.

Core Business Measure: Ensure Equal Opportunity in FAA Federally-Operated or Assisted Programs

ACR supports the Greater Capacity Goal area by ensuring 100% review of DBE goal methodologies submitted in August 2007 with all appropriate information and approved, if consistent with law and regulation. The Office of Civil Rights will approve 65% of the annual DBE goal-setting methodologies for primary airports with grants under the AIP within 15 days of submission and 85% within 60 days. This will ensure equal opportunity for all beneficiaries and potential beneficiaries in federally-operated and assisted aviation transportation programs. A major aspect of this work involves managing the DBE Program and investigating equal access

complaints against grantees under the Airport Improvement Program (AIP).

the system out to 48 airports by September 29, 2008.

Core Business Function: Manage the DBE Program

Review plans developed by airport grant recipients to ensure equal opportunities for DBE participation in AIP contracting and concession projects. The measure of success is ensuring 100% approvals of DBE goal methodologies that have been submitted have all the appropriate information and are consistent with law and regulation.

Core Activity: Monitor the DBE Program for contracting projects (Part 26)

Ensure that airport sponsors develop and submit DBE goal methodologies under Part 26 for review and ensure they are consistent with law and regulation.

Activity Target 1: Consult with at least 650 airport grant recipients on developing DBE goal methodologies and review these under Part 26 by September 29, 2008.

Activity Target 2: Establish a baseline for DBE goal submittals under Part 26 by September 29, 2008.

Core Activity: DBE Program for airport concessions (Part 23)

FAA will support airport sponsors in implementing an airport DBE concession rule by acquainting them with the requirements of the rule.

Activity Target 1: Consult with at least 60 non-hub primary airport grant recipients on developing DBE programs and goal methodologies under Part 23 and review programs and goal methodologies by September 29, 2008.

Activity Target 2: Conduct field technical assistance briefings to at least 60 non-hub primary airport sponsors that are required to submit revised concession programs in FY08 under the DBE Concessions Rule by September 29, 2008.

Core Activity: External Program Information (IT) Enhancements

Assess how to utilize information technology in the DBE Program to facilitate its administration and develop actions to meet the needs of airport sponsors.

Activity Target 1: Institutionalize the web-based automated system for Part 23 participation designed in FY 07, by rolling

Core Business Function: Conduct External Program Consultations, Training and Briefings.

FAA supports airport sponsors and DBE by conducting consultations, training and briefings on the DBE Program, American with Disabilities Act (ADA), Title VI, Limited English Proficiency (LEP) and other civil rights regulations. For over 20 years, FAA has partnered with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference.

Core Activity: External Program Advice and Assistance

Conduct external program consultations, training and briefings on DBE, ADA, Title VI, LEP and other civil rights regulations.

Activity Target 1: Partner with the AMAC to conduct the annual FAA/AMAC Conference as a training event by July 31, 2008.

Activity Target 2: Conduct 25 training sessions on DBE, ADA, Title VI, LEP and other civil rights regulations with external customers by September 29, 2008.

Core Business Function: Ensure Airport Compliance with Civil Rights Regulations

Ensure airport compliance with American with Disabilities Act (ADA), Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) and other civil rights regulations by providing technical assistance to stakeholders, monitoring airport efforts and assessing complaints, measured by processing 100% of complaints within 180 days of receipt.

Core Activity: External Customer Consultation

Consult as needed with airport sponsors and the public on DBE, ADA, Title VI, LEP and other civil rights regulations and process external complaints.

Activity Target 1: Develop a proposal and an action plan to increase compliance with the ADA, Title VI, LEP and EJ by July 31, 2008.

Activity Target 2: Implement those action items identified in the proposal with target dates in FY 2008.

Activity Target 3: Review, investigate, if necessary, and close external complaints within 180 days of receipt of complaint in FY 2008.

Organizational Excellence

Within the goal of Organizational Excellence, ACR has direct support for the objective to make the organization more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the area of Equal Employment Opportunity (EEO). The EEO complaint process is a conflict management mechanism. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development. Corporate performance measures include the number of EEO formal complaints per number of employees.

Flight Plan Target: Employee Attitude Survey

Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010 and maintain through FY 2012. FY 2008 Target: 40%

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management. (LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: Support a timely and effective corporate approach to conflict management

Support the corporate approach to conflict management that facilitates resolution of conflicts before they enter an established process.

Activity Target 1: Provide support to the Center for Early Dispute Resolution (CEDR) in the form of the EEO process and data consultation services on a quarterly basis as necessary.

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as: 10-15% savings for strategic sourcing for selected products and services; By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet; 3% reduction in help desk operating costs through consolidations; and Annual reduction of \$15 million in Information Technology operating costs. FY 2008 Target: At least one activity per approved organization and achievement of the targeted savings.

Strategic Initiative: Cost Control Program

Implement line of business cost efficiency initiatives to reduce costs or improve productivity.

Strategic Activity: ACR Cost Control Activity

ACR will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services, prevent us from having a Model EEO Program in accordance with MD 715 or diminish ACR's ability to accomplish activities under the Flight Plan.

Activity Target 1: Achieve a cost avoidance reduction of \$10,000 by September 30, 2008.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: (in bullets) Cost per controlled flight, Research, Engineering, and Development (RE&D), Management Staff Efficiency Measure, Grant Administration Efficiency Measure.

Strategic Activity: ACR Efficiency Measure - DBE Plan Approval

The efficiency through which the Office of Civil Rights approves annual Disadvantaged Business Enterprise (DBE) goal-setting methodologies for primary airports with grants under the Airport Improvement Program (AIP).

DBE goals are a critical part of the AIP grants process. It is essential that DBE goal-setting methodologies be expeditiously reviewed for compliance with regulatory guidance and approved as part of the federal grant program.

Activity Target 1: The Office of Civil Rights will approve 65% of the annual DBE goal-setting methodologies for primary airports with grants under the AIP within 15 days of submission and 85% within 60 days.

Strategic Activity: ACR Productivity Measure on Processing EEO Complaints

Improve the timeliness of processing EEO pre-complaints unless the employee agrees to an extension or alternative dispute resolution (ADR) is engaged.

Activity Target 1: Complete 75% of all new EEO pre-complaints, from beginning to end, within 30 calendar days.

Flight Plan Target: Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots. FY 2008 Target: 67

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business. Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices by September 30 of each year. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. This objective of this initiative is to make FAA's websites for the public and employees useful and have a consistent look and navigation.

Strategic Activity: ACR Website Conformance

The web management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA

web policies and standards, from the head of each Line of Business and Staff Offices.

Activity Target 1: Update ACR's web strategies and action plans by November 30, 2007.

Activity Target 2: Report action plan progress to web council. First progress report to be completed by March 31, 2008. Second progress report to be completed by June 30, 2008.

Activity Target 3: Certify accuracy and compliance of agency web standards to the Administrator by September 30, 2008.

Core Business Measure: Assist Agency Efforts to Comply with EEO Regulations

Assist agency efforts to eliminate discrimination by complying with EEO laws, policies and regulations by processing allegations and inquires regarding EEO complaints by having adequate counseling, mediation and consulting services.

Core Business Function: Administer the EEO Pre-Complaint Process

Ensure an EEO discrimination process that can process allegations and inquiries regarding EEO complaints by having adequate counseling, mediation and consulting services.

Core Activity: Manage the EEO Counselor Program

Manage an EEO discrimination pre-complaint program that can process allegations and inquires regarding EEO pre-complaints by having adequate counseling, mediation and consulting services.

Activity Target 1: Develop the performance plan for conducting an evaluation of the EEO Pre-Complaint program by June 30, 2008.

Activity Target 2: Conduct the evaluation of the EEO Pre-Complaint Program by September 29, 2008.

Core Activity: Manage the EEO Mediation Program

Manage the EEO Mediation Program by maintaining an adequate active pool of mediators to process requests for mediation.

Activity Target 1: Conduct one Basic EEO Mediation Training, to ensure a sufficient number of well-trained mediators by June 30, 2008.

Activity Target 2: ACR will conduct 3 refresher mediation training sessions by September 29, 2008.

Core Activity: Provide Internal EEO Consultation

Provide policy guidance, technical assistance and direct intervention to the lines of business and staff offices to assist them to resolve EEO complaints.

Activity Target 1: Provide the FAA Management Board with quarterly reports on EEO complaint activity.

Activity Target 2: Review each Report of Investigation within 5 days of its receipt to provide guidance on next steps.

Core Business Measure: Assist Agency Efforts to Prevent Discrimination

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. ACR will conduct 60 EEO briefings for managers and employees.

Core Business Function: Prevent Discrimination

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO.

Core Activity: Conduct EEO Training and Briefings

Increase managerial and employee awareness with regard to EEO responsibilities and appropriate behaviors by providing briefings to managers and employees.

Activity Target 1: Each Civil Rights Officer or staff will conduct 10 briefings for managers and employees.

Activity Target 2: Each Civil Rights Officer or staff is to submit their reports for briefings conducted for managers and employees within one week of completing the session for a total of 10.

Core Activity: Conduct Agency EEO Recognition Program

Conduct the EEO recognition awards program for the FAA Administrator, reinforcing positive behavior in support of equal opportunity.

Activity Target 1: Conduct the call for nominations for EEO Excellence by January 30, 2008.

Activity Target 2: Identify the EEO award nominees by May 30, 2008.

Activity Target 3: Conduct the FAA Administrator's "Keeping the Promise of EEO" award ceremony by June 30, 2008.

Core Activity: Manage Outreach Initiatives and Special Emphasis Programs (SEP)

Manage outreach initiatives and the National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program to ensure equal opportunity.

Activity Target 1: SEP staff in partnership with lines of business and staff offices, will collaborate, support or participate in 10 outreach activities for each National SEP by September 30, 2008.

Activity Target 2: Identify ACR outreach strategies to assist agency efforts in recruiting applicants for major occupations by December 30, 2007.

Activity Target 3: Implement ACR outreach strategies, based on FY 08 agency hire projections, by September 30, 2008

Activity Target 4: Develop performance measures for the SEP's (i.e. National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program), to enhance their effectiveness, by July 31, 2008.

Core Activity: ACR Customer Satisfaction Survey

Develop and implement FY 08 actions for identified focus areas in the internal EEO program, based on customer feedback.

Activity Target 1: Based on FY 07 survey results, ACR will identify focus areas for improvements by December 31, 2008

Activity Target 2: Develop recommendations for the areas identified for improvements by March 28, 2008.

Activity Target 3: Implement recommended items to improve ACR customer service by September 30, 2008.

Core Activity: EEO Training for Front-line Managers

Regulations require that supervisors and managers be given annual training on their responsibilities with regard to EEO.

Activity Target 1: Develop a refresher training module designed to make front-line managers aware of their

responsibilities with regard to the EEO Complaint Program which includes the Alternative Dispute Resolution Program by July 31, 2008.

Activity Target 2: Develop a refresher training module designed to make front-line managers aware of their responsibilities with regard to harassment and retaliation by July 31, 2008.

Activity Target 3: Implement EEO training modules for front-line managers by September 29, 2008.

Core Business Measure: Implementing EEOC Management Directive 715 (MD-715)

ACR will provide oversight for the process of complying with the submission of the FAA Annual MD-715 Model EEO Plan. ACR will identify indicators and strategies and develop two Corporate EEO Scorecards to measure the FAA's EEO effectiveness.

Core Business Function: Develop the FAA Annual MD-715 EEO Program Status Report

Oversee the MD-715 Process for developing the Annual EEO Plan and Monitoring Agency Accomplishments in accordance with the established deadlines set by the Equal Employment Opportunity Commission.

Core Activity: Develop the Annual MD-715 EEO Plan

Oversee the process for developing the Annual MD-715 EEO Plan and Agency Accomplishments.

Activity Target 1: Compile the necessary FAA data, in partnership with the FAA Office of Human Resources for analyzing potential FAA barriers by December 28, 2007.

Activity Target 2: Develop, with lines of business and staff office assistance, the annual MD-715 EEO Plan and Agency Accomplishments by January 31, 2008.

Core Activity: Conduct on-site EEO evaluations

Conduct six on-site EEO evaluations to determine the extent to which facilities and organizations are complying with EEO laws, policies and regulations.

Activity Target 1: Identify and schedule six on-site EEO evaluations by March 28,

2008.

Activity Target 2: Conduct three on-site evaluations by June 30, 2008.

Activity Target 3: Conduct the remaining three evaluations by August 31, 2008.

Activity Target 4: Brief the ACR Management Team on lessons learned and the final results of the evaluations completed in FY 08 by September 30, 2008.

Core Activity: Corporate EEO Scorecard

ACR will develop a Corporate EEO Scorecard to measure the FAA effectiveness with regard to EEO.

Activity Target 1: Identify indicators and strategies by which to measure EEO effectiveness by March 28, 2008.

Activity Target 2: Develop two Corporate Scorecards using the identified indicators by September 29, 2008.

Core Activity: People with Targeted Disabilities Conference

ACR will hold an internal National People with Disabilities Conference to develop strategies for increasing the participation rate of people with targeted disabilities (most severe) in the FAA Workforce. Conference participants will include key ACR staff, LOB representatives, AHR staff and employee association leadership.

Activity Target 1: Develop conference agenda by December 28, 2007.

Activity Target 2: Hold National People with Disabilities Conference by September 30, 2008.

Core Business Measure: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce by allocating sufficient funding for at least one professional development activity for employees to develop their job skills.

Core Business Function: ACR Human Resource Management

Ensure strong leadership and a well-trained, efficient workforce to ensure ACR's ability to provide a full complement of EEO services for customers.

Core Activity: ACR Human Resource Management

Manage ACR employee training and development opportunities.

Activity Target 1: ACR Managers are to ensure that employees receive at least one professional development activity in their specific areas of responsibility by September 30, 2008.

Activity Target 2: ACR Managers are to complete a management development activity by September 30, 2008.

Activity Target 3: Identify and publish competencies for full level performance EEO and External Program Specialist, Civil Rights Officers and administrative positions by June 30, 2008.

Core Activity: ACR All Employee Training Conference

ACR will host an all employee training conference to share the organizational vision, strategic approaches, training and development, awards, communications, employees attitude survey and other elements fundamental to an effective organization.

Activity Target 1: Develop the conference agenda and secure speakers by March 31, 2008.

Activity Target 2: Conduct conference logistics arrangements to host the all ACR Employee Conference by June 30, 2008.

Activity Target 3: Conduct an All Employees Training Conference by September 30, 2008.

Core Activity: ACR Information Technology (IT)

Manage ACR IT products and services.

Activity Target 1: Develop an ACR IT Plan to enhance the efficiency of ACR services through the effective use of information technology by June 30, 2008

Activity Target 2: Implement any action items from the ACR IT Plan with target dates in FY-2008 by September 30, 2008.

Core Activity: ACR Business Plan Management

ACR Managers are responsible for achieving the goals in the Business Plan.

Activity Target 1: ACR managers will review core business function metrics and report to their leadership on a quarterly basis progress in meeting ACR Business Plan goals.